

Part I

BUSINESS OPPORTUNITY

Guided Interpretive Oversnow Vehicle Tours and a Skier's
Camp

at

Yellowstone National Park

National Park Service

Department of the Interior

Concession Contract No. CC-YELL500-26

Table of Contents

| | |
|---|----|
| INTRODUCTION | 1 |
| Information Regarding This Solicitation..... | 1 |
| Notification of Intent to Propose | 2 |
| Preferred Offeror Determination | 2 |
| Proposal Overview | 2 |
| Doing Business with the Service | 3 |
| The National Park Service and its Mission | 3 |
| YELLOWSTONE NATIONAL PARK | 4 |
| Mission | 4 |
| Market Area Overview | 6 |
| Local Market Area | 6 |
| Yellowstone National Park Gateway Communities..... | 6 |
| Regional Map..... | 6 |
| Other Commercial Service Providers | 7 |
| Yellowstone National Park Visitation..... | 8 |
| Seasonality | 8 |
| Winter Season..... | 8 |
| Winter Study..... | 9 |
| Concession Opportunity | 10 |
| Overview of the Business Opportunity | 10 |
| Winter Use Rule | 10 |
| Transportation Events | 11 |
| Daily Transportation Event Allocations by Contract | 11 |
| Overview of Required and Authorized Services | 12 |
| Characteristics of the Required and Authorized Services | 13 |
| Conditions Affecting Required and Authorized Services..... | 14 |
| Operating Season | 14 |
| Designated OSV Routes..... | 15 |
| Groomed OSV Routes – Roads marked in red are open for OSV tours | 15 |
| Staging | 15 |
| Round Trip Distances for common OSV Trips: | 15 |
| Winter Weather | 16 |
| Snowfall | 16 |

| | |
|---|----|
| Minimum Use of Transportation Events..... | 16 |
| Subconcessions | 16 |
| Assigned Land and Facilities..... | 17 |
| Ongoing road and bridge construction projects | 18 |
| Financial & Investment Analysis..... | 19 |
| Leasehold Surrender Interest..... | 19 |
| Estimated Initial Investment | 19 |
| Estimated Revenue Projections..... | 19 |
| Projected Revenue | 19 |
| Rate Determination..... | 19 |
| Projected Departmental and Operating Expenses | 20 |
| Insurance..... | 20 |
| Park Entrance Fees..... | 20 |
| Utilities..... | 20 |
| Minimum Franchise Fee..... | 20 |
| HISTORICAL CONCESSION DATA..... | 21 |
| Historical Use | 21 |
| Historical Financial Data | 21 |

All images herein are NPS photos unless otherwise stated.

INTRODUCTION

The National Park Service ("Service") intends to award one concession contract for Guided Interpretive Oversnow Vehicle (OSV) Tours (transportation events) originating from the West Entrance and a skier's camp within Yellowstone National Park (Area) through this solicitation.

Concurrently, thirteen (13) contracts for OSV transportation events out of the North, East, and West Entrances are being solicited under prospectus CC-YELL50S-26 and nine (9) contracts for OSV transportation events originating from the South Entrance are being solicited under prospectus CC-YELL5XX-26.

Information Regarding This Solicitation

The Prospectus describes in general terms the existing business operations and the business opportunity for services allowed pursuant to Concession Contract No. CC-YELL500-26 ("Draft Contract"). It is comprised of five parts:

- I. Business Opportunity (this document)
- II. Proposal Instructions
- III. Proposal Package
- IV. Draft Concession Contract Including Contract Exhibits
- V. Appendix Table of Contents and Recommended Websites

This Prospectus includes Service estimates of revenue and expenses to assist Offerors in developing financial projections. These estimates reflect Service assumptions based on planning decisions, historical concession operating data, industry standards, economic conditions, and comparable and competitive operations. The Service does not guarantee these projections will materialize and assumes no liability for their accuracy. Offerors must compile and present their own financial projections based on independent assumptions, due diligence, and industry knowledge.

Offerors must review all sections of this Prospectus, especially the terms and conditions of the Draft Contract, including its exhibits (Part IV), to determine the full scope of a future concessioner's responsibilities. In the event of any inconsistency between the description of the terms contained in this Prospectus and the Draft Contract, the Draft Contract will control.

Certain federal laws apply to this solicitation including the National Park Service Concessions Management Improvement Act of 1998 (Title IV, Public Law 105-391, and hereafter referred to as "the 1998 Act"), as amended and implemented by regulations in 36 C.F.R. Part 51. In the event of any inconsistency between the terms of this Prospectus and 36 C.F.R. Part 51, 36 C.F.R. Part 51 will control. 36 C.F.R. Part 51 is available at the [Government Printing Office's Electronic Code of Federal Regulations website](https://www.ecfr.gov/current/title-36/chapter-I/part-51)¹.

Summary of Terms and Conditions of the CC-YELL500-26 Concession Opportunity

Number of Contracts

One (1)

Location

Yellowstone National Park

Draft Contract Term

10 Years

Projected Effective Date

July 1, 2026

Required Services

Guided Interpretive Oversnow Vehicle Tours and Skier's Camp

2026 Projected Gross Receipts

\$815,049

Estimated Initial Investment (Year 0)

Varies

Minimum Franchise Fee

3% of Gross Receipts

¹<https://www.ecfr.gov/current/title-36/chapter-I/part-51>



Parts I, II, and III refer to Yellowstone National Park as “the Park.”

“Concessioner” refers to the entity that will be the concessioner under the Draft Contract.

“Existing Concessioner” refers to all businesses operating under Concession Contract Nos. CC-YELL50S-14 (“Existing Contract”). The Existing Contracts commenced on July 1, 2014 and are due to expire on June 30, 2026. Prior to the Existing Contracts, commercial snowcoach tours were provided via concession contract and commercial snowmobile tours were provided via Commercial Use Authorization (CUA). See Prospectus Part V for how to request a copy of the Existing Contract.

The Service intends to award the Draft Contracts around June 1, 2026, or four weeks prior to the anticipated effective date of July 1, 2026. The Service intends to announce the selected Offerors around April 1, 2026, or two months prior to award. This should give the selected Offerors the opportunity to prepare for the upcoming winter operation season. Award of a concession contract does not occur until the competitive process has been completed and both the selected Offeror and the Service have signed the concession contract. While the Service will make every effort to meet this schedule, it is subject to change.

Notification of Intent to Propose

If you plan to submit one or more proposals in response to this Solicitation, you must notify Jennifer Parker, Commercial Services Program Lead, NPS Regional Office Serving Interior Regions 6, 7, & 8, via email at IMR_concessions@nps.gov no later than 4:00 p.m. Mountain time on the date listed on the Inside Cover of the prospectus. The Service will not accept proposals from entities that do not provide notice on or before this deadline. You must submit a separate notice for each contract for which you intend to submit a proposal.

Preferred Offeror Determination

The Director, pursuant to the terms of 36 C.F.R. Part 51, Subparts E and F, has determined CC-YELL500-14 is not a qualified concession contract because it is expected to result in annual gross receipts of more than \$500,000 in the first 12 months of the next contract term. Therefore, no preferred offeror exists and the solicitation for CC-YELL500-26 is open and fully competitive.

Proposal Overview

Part II of this Prospectus contains the instructions for submitting proposals. The Service will only accept digital versions of proposals for this Solicitation submitted electronically per instructions, except for the submission of the “Offeror’s Transmittal Letter,” which the Offeror must also send as an original hardcopy with wet signature. Offerors must carefully read and comply with instructions provided in Parts II and III.

Part III of this Prospectus contains the Proposal Package that Offerors must complete in its entirety. The Proposal Package contains the required Offeror’s Transmittal Letter, five principal selection factors and two secondary selection factors. Each selection factor identifies the minimum and maximum points the Service may award depending on the quality of the response. The following paraphrases the information sought under each selection factor. The wording of the actual selection factors controls.

Principal Selection Factor 1 requires Offerors to describe how they will protect, conserve, and preserve the resources of the Park. Offerors must describe how they will design, present, and maintain quality audience-centered interpretive programs that promote the preservation of Park resources and values as well as how it will promote compliance with Area regulations and limit adverse impacts to Park resources.

Principal Selection Factor 2 requires Offerors to describe how they will prepare customers for winter conditions, including any specific gear provided to customers, as well as monitor and respond to changing or unexpected conditions encountered at its skier’s camp or while leading OSV tours within the Area.

For Principal Selection Factor 3, Offerors must describe their organizational structure and provide documentation to help the Service understand the Offeror and its relationship to related entities that will affect how the Offeror will perform under the Draft Contract. The Service does not score this organizational



structure information but may use it to understand responses elsewhere in a proposal. Incomplete submissions may lead to a lower score elsewhere if the information submitted does not support claims made in response to specific subfactors in this and other selection factors. We provide forms Offerors must complete depending on their organizational structure. The rest of this principal selection factor requires Offerors to describe their experience providing similar services, aspects of employee management, and history of adverse events.

For Principal Selection Factor 4, Offerors must provide documentation demonstrating their financial resources to commence and carry out operations under the Draft Contract, including a business history form. Offerors also must complete the provided Excel workbook and provide other information to demonstrate an understanding of the financial obligations under the Draft Contract.

For Principal Selection Factor 5, Offerors must provide the franchise fee they will pay on gross receipts generated under the Draft Contract. Failure to agree to pay at least the minimum franchise fee set out in the selection factor will result in the Service finding the proposal non-responsive and ineligible for award of the Draft Contract.

Secondary Selection Factor 1 requires Offerors to describe environmental management programs and activities they will implement to minimize the environmental footprint of overall operations under the Draft Contract through the reduction of solid waste, conservation of energy resources, and promotion of environmental purchasing.

Doing Business with the Service

The Service has worked with private parties to provide services to visitors dating back to the earliest times of national parks. Many of the iconic lodges and other structures found in America's national parks were constructed and operated by private parties, and that relationship continues today.

We use the term "commercial visitor services" when generally describing services, benefits, and goods provided to visitors within an area of the National Park System by a third party for a fee. Simply put, the term "commercial visitor services" includes lodging, food and beverage, retail, marina operations, guided recreation, rental of equipment, experiential transportation, and similar services the National Park Service itself does not provide. Congress has passed several laws guiding the Service in contracting with third parties to provide these services, including the 1998 Act. The Service implemented regulations for many aspects of the law, primarily to set out the process for soliciting bids for new contracts and managing concessioner investment in structures owned by the United States.

Working with the Service in providing commercial visitor services differs from operating outside a park in several respects. By law, the Service monitors rates to ensure park visitors do not pay higher fees for goods and services merely because such transaction occurs within a park. Section 2(B) of Exhibit B, Operating Plan to the Draft Contract lists the rate determination and approval process for all visitor services provided under the Draft Contract. As with the private sector, concessioners must develop and follow environmental management programs, risk management programs, and similar programs to ensure operations comply with applicable laws. Service employees review the quality of concession operations and compliance with contract requirements.

Even with those regulatory actions, concessioners in national parks enjoy significant benefits. Many parks function as unique visitor destinations. Concessioners frequently operate with few, if any, in-park competitors, even though we do not grant exclusive rights to provide any visitor services. Our contract oversight reflects the best management practices of the private sector industries. We developed operating standards based on similar ones in the private sector to reflect best industry practices for the services provided under the concession contract.

The National Park Service and its Mission

In 1916, President Woodrow Wilson approved legislation creating the National Park Service within the Department of the Interior. That law states that Congress created America's National Park Service to:



...conserve the scenery, natural and historic objects and wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations. Public Law No. 64-235, § 1 (codified at 54 U.S.C. § 100101(a)).

Additionally, Congress has declared that the National Park System should be:

...preserved and managed for the benefit and inspiration of all the people of the United States. Public Law No. 91-383, § 1 (codified at 54 U.S.C. § 100101(b)).

To learn more about the Service, visit www.nps.gov. The website includes information about the Service's mission, policies, and information on individual park units.

YELLOWSTONE NATIONAL PARK

Mission

On March 1, 1872, President Ulysses S. Grant signed what is commonly referred to as the Yellowstone National Park Act into law, creating the world's first national park. The Yellowstone National Park Act says, in part, that:

The tract of land in the Territories of Montana and Wyoming, lying near the headwaters of the Yellowstone River...is reserved and withdrawn from settlement, occupancy, or sale...and dedicated and set apart as a public park or pleasuring ground for the benefit and enjoyment of the people. (16 U.S.C. § 21)

The mission of Yellowstone National Park, is as stated in the State of the Park's report (1999):

Preserved within Yellowstone National Park are Old Faithful and the majority of the world's geysers and hot springs. An outstanding mountain wild land with clean water and air, Yellowstone is home of the grizzly bear and wolf and free-ranging herds of bison and elk. Centuries old sites and historic buildings that reflect the unique heritage of America's first national park are also protected. Yellowstone National Park serves as a model and inspiration for national parks throughout the world. The National Park Service preserves, unimpaired, these and other natural and cultural resources and values for the enjoyment, education, and inspiration of this and future generations.



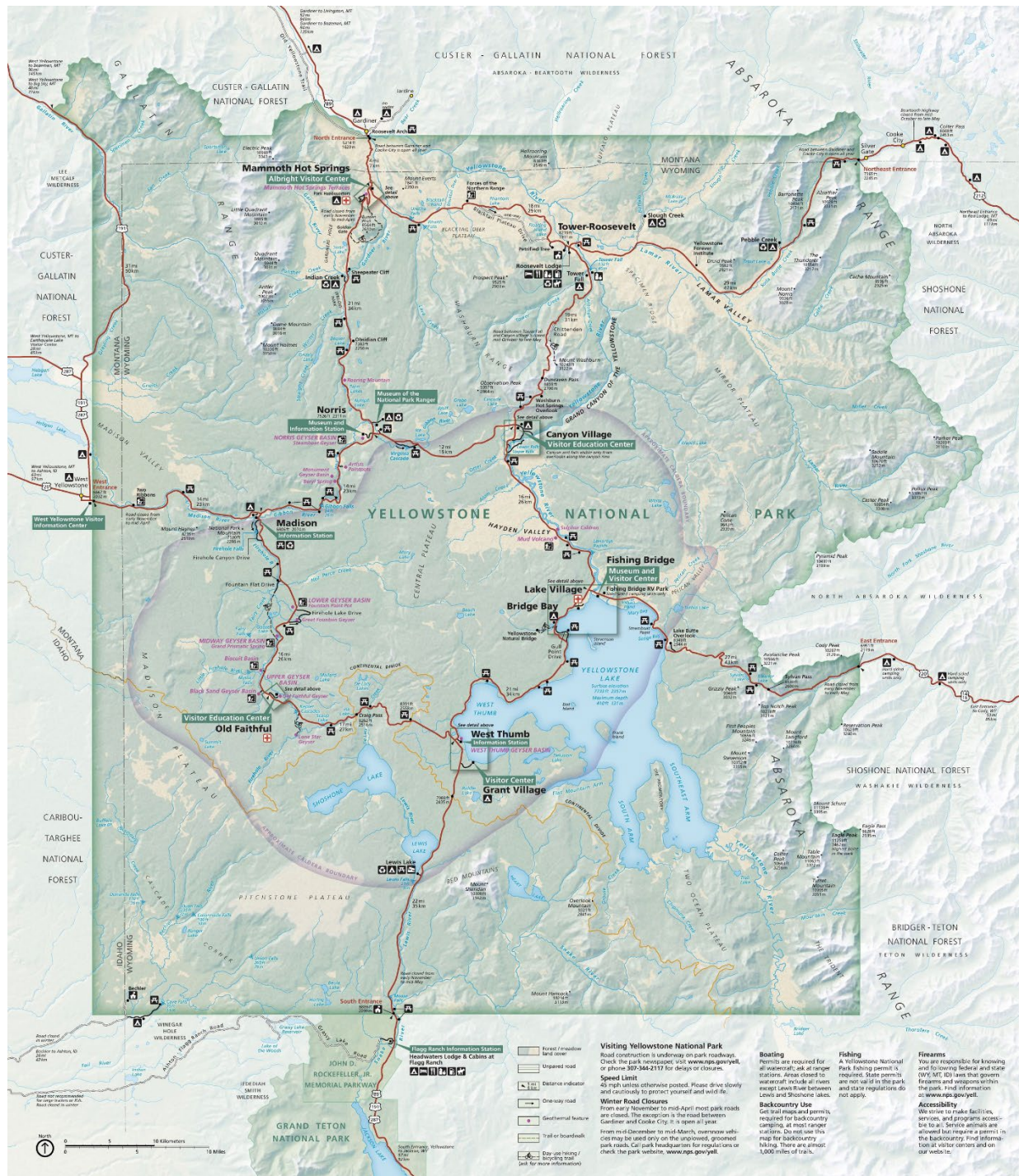
Upper Geyser Basin

The Park considers concessioners and other business operators within the Park as critical participants whose actions have dramatic and important effects upon visitors and Park resources. As such, concessioners should understand and embrace the Park's mission and work to achieve the Park's objectives while also striving to fulfill their own organizational and business goals. In 2019, the Park announced new strategic priorities that revolve around the concepts of *core*, *resources*, *experience*, *infrastructure*, and *partnerships*. Additionally, in 2023, Yellowstone released a *State of the Park* report that highlights substantial successes and challenges over the past two years, along with many of the priorities and actions. Find information about the Park, including the Park's Strategic Priorities and the *State of the Park* report, at www.nps.gov/yell.

Park Map

The Park map provided below shows roads and primary visitor destinations. All roads within the Park, except for the road through the Park between the North Entrance and Northeast Entrance, close to standard auto traffic in winter, converting to use by oversnow vehicles only, like snowcoaches and snowmobiles.





MARKET AREA OVERVIEW

Local Market Area

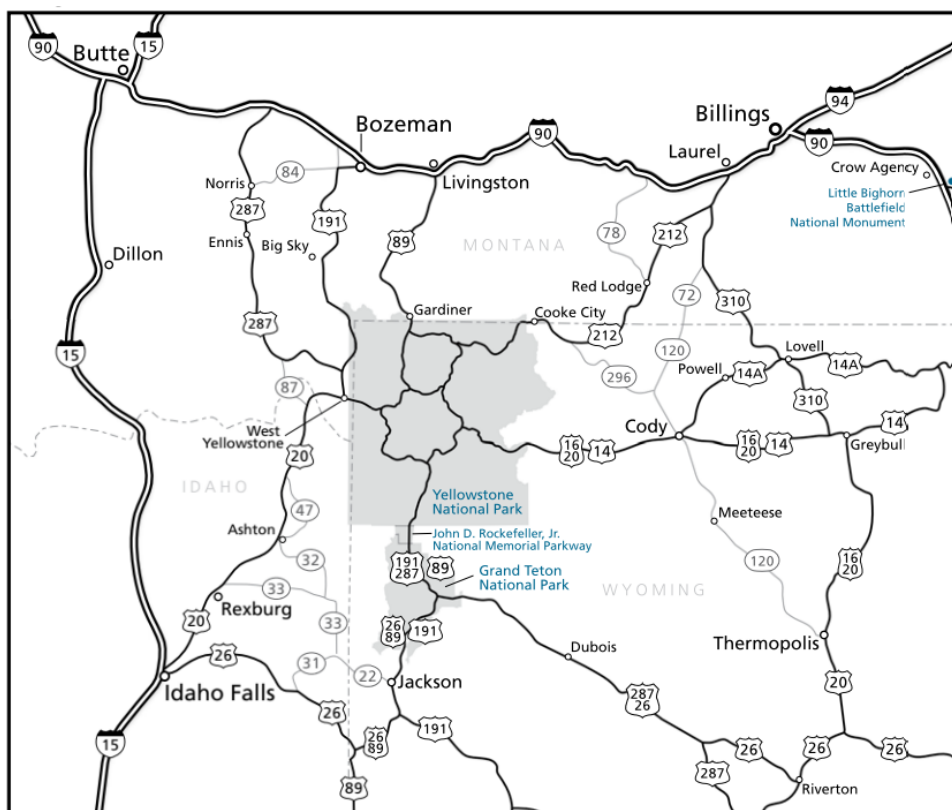
The Service believes the operations under the Draft Contract provide a unique opportunity for the Concessioner to operate in a world-famous location. The gateway communities referred to in this Prospectus lie immediately adjacent or within an easy travel distance to an entrance to the Area, as described in the table below. These gateway communities include West Yellowstone and Gardiner, Montana, and Cody and Jackson, Wyoming. All four cities offer lodging, food and beverages, souvenirs, and groceries during the winter. In addition, all are relatively close to winter sports opportunities on federal and private lands outside the Area, including snowmobiling, Nordic skiing, and alpine skiing. Specific information about services and activities in each of these communities are available on their respective city websites.

Yellowstone National Park Gateway Communities

| Community | Location | Population |
|---------------------------|--|------------|
| Cooke City, Montana | 4 Miles From the Area's Northeast Entrance | 77 |
| Gardiner, Montana | At the Area's North Entrance | 833 |
| West Yellowstone, Montana | At the Area's West Entrance | 1272 |
| Cody, Wyoming | 53 Miles From the Area's East Entrance | 10,028 |
| Jackson, Wyoming | 64 Miles From the Area's South Entrance | 10,760 |
| Livingston, Montana | 56 Miles From the Area's North Entrance | 8,040 |
| Bozeman, Montana | 82 Miles From the Area's North Entrance | 53,293 |

Source: National Park Service and U.S. Census Bureau, 2020

Regional Map



Other Commercial Service Providers

Three businesses hold concession contracts that require them to provide visitor services during the winter season within the Area. Xanterra Parks & Resorts, operating under Concession Contract CC-YELL077-13, offers lodging, food, beverage, retail, and other services, including OSV tours, at Mammoth and Old Faithful. Winter lodging facilities in the Area include the Mammoth Hotel and the Old Faithful Snowlodge. Together, these hotels have 229 rooms with 412 beds. Delaware North Companies Parks and Resorts at Yellowstone, operating under Concession Contract CC-YELL002-24 offers retail, limited grocery, and limited food service at its general store in Mammoth. Yellowstone Park Service Stations, operating under Concession Contract CC-YELL004-23 offers pay-at-the-pump gasoline sales at all the developed areas.

Additionally, 23 concession contracts authorize OSV Tours during the winter season. 13 contracts authorize OSV transportation events originating from the North, East, and West Entrances (CC-YELL50S-26), nine (9) contracts authorize OSV transportation events originating from the South Entrance (CC-YELL5XX-26), and one (1) contract authorizes OSV transportation events originating from the West Entrance and a skier's camp near Canyon Village (CC-YELL500-26).

Several businesses hold Commercial Use Authorizations (CUAs) and offer guided photography, Nordic skiing and snowshoeing, and natural history tours of the Area during winter. These authorizations do not include oversnow transportation events.

Summary of Winter Services Within the Area

| Developed Area | Auto Service/ Gas Stations | Lodging, F&B, Retail | Camping | OSV Tours | Other (including NPS-Operated Facilities) |
|------------------------------|-------------------------------|-------------------------|---------|--------------|--|
| Mammoth Hot Spring | X | X | X | X | Winter Operations, Medical Clinic, Park Headquarters, Post Office, Visitor Center, NPS Campground; OSV Tours provided by CC-YELL077-13 |
| Tower-Roosevelt | X | | | | |
| Canyon Village | X | | | | Visitor Center, Warming Hut; OSV Tours and Skier's Camp provided by CC-YELL500-26 |
| Lake Village | | | | | |
| Bridge Bay | | | | | |
| Fishing Bridge | X | | | | Warming Hut |
| Old Faithful | X | X | | X | Visitor Center, Warming Hut; OSV Tours provided by CC-YELL077-13 |
| Grant Village and West Thumb | X | | | | Warming Hut |
| Madison | | | | | Warming Hut |
| Norris | | | | | |
| North Entrance | X | | | X | OSV Tours provided by CC-YELL523-26 |
| West Entrance | | | | X | OSV Tours provided by CC-YELL50S-26 (11 contracts) |
| South Entrance | X | | | X | Fuel & Convenience Store provided by CC-JODR002-XX in John D. Rockefeller, Jr. Memorial Parkway; OSV Tours provided by CC-YELL5XX-26 (9 contracts) |
| East Entrance | X | | | X | Fuel outside Area at Pahaska Teepee (independent operator); OSV Tours provided by CC-YELL522-26 |



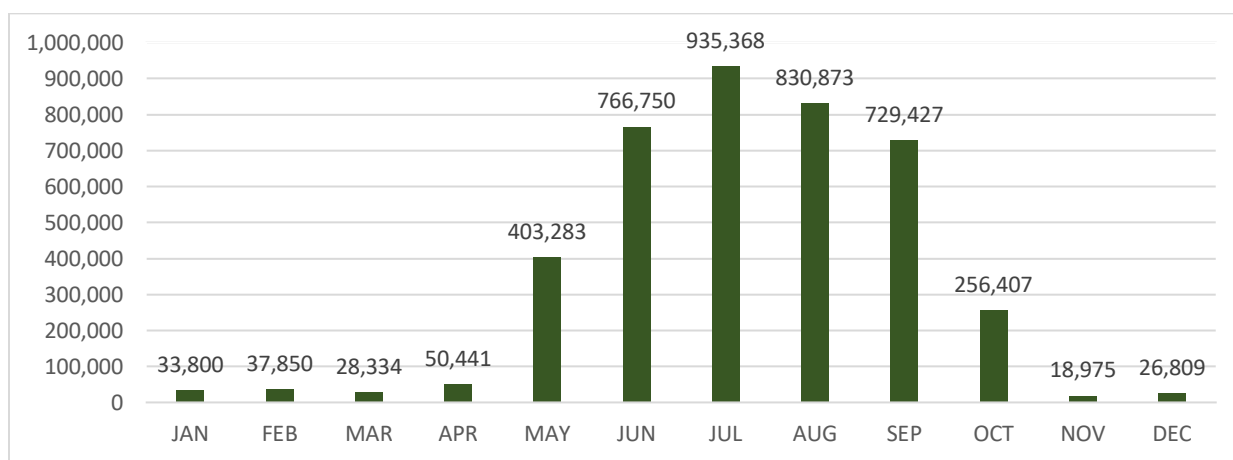
Yellowstone National Park Visitation

Yellowstone National Park recreational visitation has fluctuated over the past decade, due in part to the widely publicized 2016 NPS Centennial celebration and the impacts of the COVID-19 pandemic on travel. The table below displays the total number of recreational visits to the Park from 2021 through 2023.

| 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 4,097,710 | 4,257,177 | 4,116,524 | 4,115,000 | 4,020,288 | 3,806,306 | 4,860,242 | 3,290,242 | 4,501,382 |

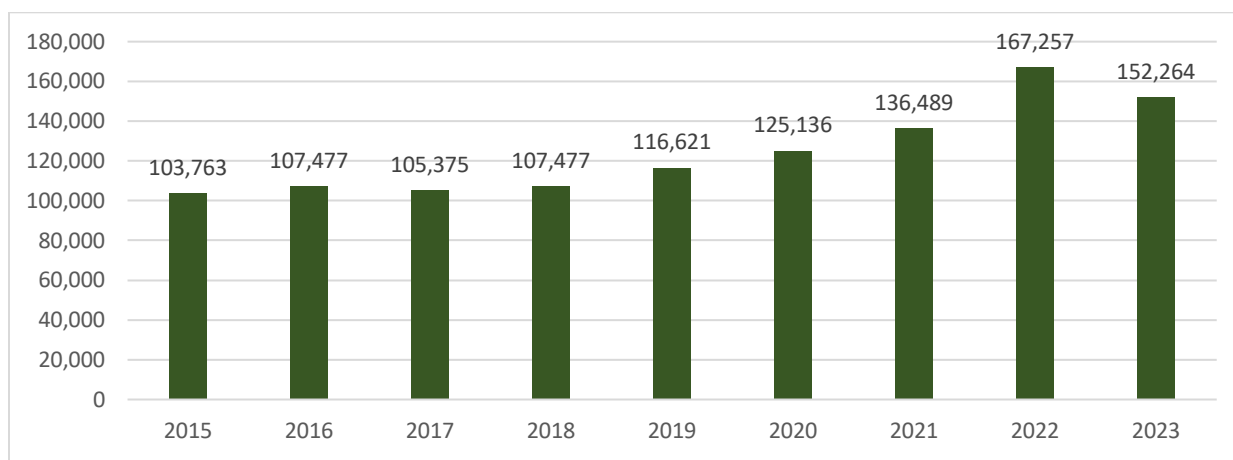
Seasonality

Visitation to the Area is highly seasonal, with the majority of visitation occurring between May and October. The graph below shows the average monthly visitation for 2015-2023.



Winter Season

The winter season typically runs from December 15 through March 15. During the winter months, snow blankets the Area, and most roads are closed to wheeled vehicles, making oversnow vehicles the primary mode of transportation to interior areas of the Park. Although the winter season accounts for far fewer recreational visits than the remainder of the year, winter season visitation has been increasing by approximately 7% per year. The graph below shows the total number of recreational visits during the winter season (Dec-Mar) for 2015-2023.



Additional visitation and visitor use statistics are available at <https://irma.nps.gov/Stats/>

Winter Study

The 2012 Winter Yellowstone National Park Visitor Study presents the most recent and comprehensive visitor study regarding demographics of Yellowstone National Park visitors during the winter season. The complete 2012 Winter Yellowstone National Park Visitor Study is available upon request.

Additional Visitor Use Studies were conducted during the summer season in 2016 and 2018. Both the 2016 and 2018 Visitor Use Studies are available at www.nps.gov/yell/learn/management/visitor-use-management.htm.



CONCESSION OPPORTUNITY



Overview of the Business Opportunity

The following sections present the key elements of the business opportunity for the CC-YELL500-26 solicitation. If any inconsistency exists between the terms of the Draft Contract and this Business Opportunity, the Draft Contract will prevail. This section of this Prospectus describes the commercial visitor services required and authorized under the Draft Contract.

During the winter months, snow blankets the Area and most roads are closed to wheeled vehicles, with the exception of the road between Mammoth Hot Springs and the Northeast Entrance, which remains open to regular traffic. This means the only way to visit interior areas of the Park, including Old Faithful, the Grand Canyon of the Yellowstone, and other popular destinations is by OSV.

Winter Use Rule

OSV tours are conducted in accordance with the 2013 Yellowstone National Park Winter Use Final Rule (Winter Use Rule), which provides regulations and policy for winter use in Yellowstone National Park. Offerors are responsible for reading and understanding the Winter Use Rule and associated regulations pertaining to OSV use in the Area. A summary of the Winter Use Rule is located at www.nps.gov/yell/learn/management/winter-use-management.htm. Text of the Winter Use Final Rule can be found in 36 C.F.R. § 7.13(l). Other special regulations for the Area may be found in 36 C.F.R. § 7.13².

Summary:

- Commercial OSV use will continue to be 100% guided.
- OSV use is managed through the allocation of daily transportation events. (See Transportation Events section below for distribution of transportation events among concession contracts).
- A transportation event equals one group of snowmobiles (maximum group size of 10, with group size averaging no more than seven each winter) or one snowcoach.

² <https://www.ecfr.gov/current/title-36/chapter-I/part-7>



- Sound and air emission standards apply to all snowmobiles and snowcoaches. (Best Available Technology, or BAT)
- Commercial tour operators using vehicles that meet voluntary enhanced emission standards (Enhanced Best Available Technology, or E-BAT), will be allowed to increase the average numbers of snowmobiles in their groups from 7 to 8 and snowcoaches from 1 to 1.5, across the season. However, the use of voluntary enhanced emissions standards does not increase the total number of daily transportation events allocated.
- A snowcoach meeting the design specifications outlined in the Operating Plan, and meeting the requirements for air and sound emissions, may operate in the park if its engine is less than ten years old (engine manufacture date). Please see the Winter Use Rule for specific details. Although the Winter Use Rule allows the Superintendent to establish performance-based emission standards for snowcoaches that would enable compliant snowcoaches to operate in the Area with an engine greater than ten years old, these standards have not been developed and there is no timeline for full implementation of this exception.
- The Service continues winter use monitoring and allows adaptive management that may result in modifying or adjusting management decisions pertaining to OSV use in the Area.

Transportation Events

Commercial OSV use is managed through the allocation of daily transportation events by entrance station. For all Draft Contracts which require OSV tours (CC-YELL50S-26, CC-YELL5XX-26, CC-YELL500-26), the Service authorizes up to 79 total commercial transportation events daily, but no more than 42 commercial transportation events each day may be comprised of snowmobiles. The Draft Contract will allow transportation events using both snowcoaches and snowmobiles. Trips may differ due to destinations, routes, charters, or overnight trips within the Area.

Subject to the limitations of the Winter Use Rule and the Draft Contract, commercial tour operators may decide whether to use their daily allocation of transportation events for snowmobiles or snowcoaches. Subject to the same limitations, transportation event allocations to commercial tour operators may be exchanged among commercial tour operators, but only within the same entrance.

The table below lists the daily transportation event allocation for all Draft Contracts requiring OSV tours. Offerors should note that within a contract's total daily transportation event allocation, the number of transportation events which may be used by snowmobiles is further limited. The Service will assign other commercial OSV transportation event allocations to CC-YELL077-13, held by Xanterra Parks and Resorts, Inc. and to non-commercially guided groups, in accordance with the Winter Use Rule. Note the Service will solicit Concession Contracts CC-YELL50S-26 and CC-YELL5XX-26 through separate Prospectuses.

Daily Transportation Event Allocations by Contract

| Contract | Total Daily Transportation Events | Maximum Daily Snowmobile Events (part of Total) |
|-------------------------------------|-----------------------------------|---|
| West Entrance (12 Contracts) | | |
| CC-YELL500-26 | 5 | 1 |
| CC-YELL501-26 | 4 | 2 |
| CC-YELL502-26 | 4 | 2 |
| CC-YELL503-26 | 4 | 2 |
| CC-YELL504-26 | 5* | 2 |
| CC-YELL505-26 | 4 | 2 |
| CC-YELL506-26 | 4 | 2 |
| CC-YELL507-26 | 4 | 2 |



| Contract | Total Daily Transportation Events | Maximum Daily Snowmobile Events (part of Total) |
|--|-----------------------------------|---|
| CC-YELL508-26 | 4 | 2 |
| CC-YELL509-26 | 4 | 2 |
| CC-YELL510-26 | 4 | 2 |
| CC-YELL511-26 | 4 | 2 |
| Total West Entrance Allocations | 50 | 23 |
| South Entrance (9 Contracts; CC-YELL5SE-26) | | |
| CC-YELL512-26 | 4* | 2 |
| CC-YELL513-26 | 3 | 2 |
| CC-YELL514-26 | 3 | 2 |
| CC-YELL515-26 | 3 | 2 |
| CC-YELL516-26 | 3 | 2 |
| CC-YELL517-26 | 2 | 2 |
| CC-YELL518-26 | 2 | 2 |
| CC-YELL519-26 | 2 | 1 |
| CC-YELL520-26 | 2 | 1 |
| Total South Entrance Allocations | 24 | 16 |
| East Entrance (1 Contract) | | |
| CC-YELL522-26 | 3** | 2 |
| North Entrance (1 Contract) | | |
| CC-YELL523-26 | 2 | 1 |
| Totals | 79 | 42 |

* One daily TE must be used for one-way shuttle service, for guided interpretive tours, or for a combination of the two. See Characteristics of the Required and Authorized Services section, below.

** Snowcoach use at East Entrance is condition dependent and the Concessioner must receive approval from the District Ranger prior to providing transportation events by snowcoach. CC-YELL522-14 has historically only utilized its assigned snowmobile transportation events due to a number of challenges with snowcoach operation caused by the environmental conditions in that area of the Park.

Overview of Required and Authorized Services

The following tables describe the Required Services (i.e., must be provided by the Concessioner) and Authorized Services (i.e., may be provided at the option of the Concessioner) of the Draft Contract. The required and authorized services under this business opportunity are not materially changed between the Existing Contract and the Draft Contract. However, prospective Offerors must review the Draft Contract, Exhibit B Operating Plan to understand specific operating responsibilities associated with the provision of services under the Draft Contract.

CC-YELL500-26

| | Required Service | Location |
|-----|---|---------------------------|
| i. | Guided Interpretive OSV Transportation Events (tours) | Yellowstone National Park |
| ii. | Lodging (skier's camp) | Canyon Village |



| | Required Service | Location |
|------|--------------------------------|----------------|
| iii. | Food & Beverage (skier's camp) | Canyon Village |

| | Authorized Service | Location |
|------|--|---------------------------|
| i. | Guided Interpretive OSV Custom and Charter Transportation Events | Yellowstone National Park |
| ii. | Guided Interpretive OSV Transportation Events Including Other Services | Yellowstone National Park |
| iii. | Guided OSV Shuttle Trips | Yellowstone National Park |
| iv. | OSV Towing and Repair | Yellowstone National Park |
| v. | OSV Freight and Supply | Yellowstone National Park |
| vi. | Equipment Rental (skier's camp) | Canyon Village |

The Service sets the operating standards for required and authorized services and evaluates the Concessioner's compliance as set out in the Service standards and periodic evaluation forms available on the *Concessioner Tools* page of the National Park Service Commercial Services website³. The Draft Contract, Exhibit B Operating Plan includes specific operating standards for OSV tours in Yellowstone National Park.

Characteristics of the Required and Authorized Services

Guided Interpretive OSV Transportation Events (Tours); All Contracts. The Concessioner must provide guided interpretive OSV tours within the Area. Tours may take place between December 15 and March 15, weather and road conditions permitting. Tours may occur on designated OSV routes only; cross-country travel is not authorized. The number of daily trips, vehicles, and originating Area entrance is limited by the Concessioner's transportation event allocation. However, Concessioners may offer tours with varying destinations, lengths, routes, etc. For multi-day OSV tours, each day OSVs are in operation within the Area counts against the Concessioner's daily allocation at the original entrance.

During OSV tours, guides must provide clients with interpretive information in support of park themes, including natural and cultural resource protection and winter ecology, to enhance understanding and appreciation of Park resources and management goals.

The Concessioner is responsible for the safety and behavior of its clients at all times while providing OSV tours within the Area. At least one qualified guide must accompany all OSV tours, although more may be needed for larger groups. The Concessioner must ensure all clients are safely equipped and properly clothed for the conditions. All clients and guides on snowmobile tours must wear properly fitted snowmobile helmets while operating snowmobiles.

Lodging/Food & Beverage (Skier's Camp). The Concessioner must provide a seasonal "skier's camp," which will include rustic lodging accommodations and food and beverage service. The skier's camp will be located within a 0.8-acre land assignment near Canyon Village and is designed to provide a winter camping experience for cross-country skiers, snowshoers, photographers, and sightseers. The Concessioner is required to provide OSV transportation from the West Entrance to the skier's camp and may provide OSV transportation to multiple trailheads from the skier's camp. In addition, the Concessioner is authorized to provide recreational opportunities such as guided cross-country ski/snowshoe tours.

All facilities, utilities, and structures at the camp are Concessioner-owned personal property; no permanent structures may be built. The Concessioner assembles and disassembles the camp facilities annually. At a minimum, the camp must include a dining room/gathering place, kitchen, sleeping huts, bathrooms, and showers. Sleeping capacity may be up to 21 persons (not to exceed 16 guests). The Existing Concessioner uses canvas yurts on wood platforms, although the Concessioner may use another form of seasonal personal

³ <https://www.nps.gov/subjects/concessions/standards-and-evaluations.htm>



property shelter, with Service approval. The Concessioner must provide beds and bedding in each sleeping structure.

The Concessioner must provide guests with food and beverages, prepared on-site by Concession staff in facilities and by methods approved by the Area Office of Public Health, per Contract Exhibit A Operating Plan Section 3)N). The Concessioner may, but is not required to, provide food and beverage service for customers participating in OSV day tour and shuttle service but not staying at the skier's camp. Such food must have been prepared in commercial food service operations inspected by State or local Public Health Service Officials.

The Concessioner will use OSVs to transport guests and provide logistical support to the camp, including delivery of propane/fuel oil, food, water, luggage, linens, and other supplies. The OSV round-trip journey from West Yellowstone to the Skier's Camp is more than 80 miles.

Guided Interpretive OSV Custom and Charter Transportation Events (Tours). The Concessioner may provide guided interpretive OSV trips within the Area, as defined above, for organized groups upon request. Charter trips count as a transportation event and must originate from the Area entrance associated with the Contract, but Concessioners may pick up clients from other Area entrances and continue throughout the Area.

Guided Interpretive OSV Custom and Charter Transportation Events Including Other Services. The Concessioner may provide guided interpretive OSV trips within the Area, as defined above, which include cross-country skiing, snowshoeing, photography, and wildlife viewing throughout the area.

Guided OSV Shuttle Trips. The Concessioner may provide shuttle services that provide for express delivery of clients to designated locations within the Area. Shuttle trips count as a transportation event and must originate from the Area entrance associated with the Contract, but Concessioners may pick up clients from other Area entrances and continue throughout the Area.

Food Service for Clients Only. The Concessioner may provide clients with food and beverages, which have been prepared in commercial food service operations inspected by State or local Public Health Service Officials.

OSV Towing and Repair. The Concessioner may tow disabled OSVs from the Area and perform minor repairs within the Area. Examples of minor repairs include replacing belts, spark plugs, or lamps. Entering the Area expressly to tow disabled OSVs does not count against the Concessioner's daily allocation of transportation events.

OSV Freight and Supply. The Concessioner may haul freight and supplies for other concessioners and Area contractors throughout the Area during the winter, on roads closed to conventional vehicular travel. Entering the Area to haul freight and supplies by OSV does not count against the concessioner's daily allocation of transportation events.

Equipment Rental. The Concessioner may rent cross-country skis and/or snowshoes and associated equipment, subject to Service approval, to guests at its skier's camp.

Conditions Affecting Required and Authorized Services

Operating Season

Opening and closing dates for Area roads open to OSV traffic are set annually. Most roads open on December 15 and close the following March 15, with some exceptions. Currently, the road between the East Entrance and Fishing Bridge over Sylvan Pass opens on December 22 and closes on March 1. Also, some roads close in March before the 15th. Examples include Mammoth to Norris Junction, Norris Junction to Canyon, and Norris Junction to Madison Junction. The Service determines the specific opening and closing dates by weather, snow conditions, and other factors. The Service may close or restrict travel on roads with little or no advance warning when unsafe conditions exist.



Designated OSV Routes

The Service allows OSV travel on most main interior Area roads, with the exception of Dunraven Pass between Tower Junction and Mount Washburn overlook, which is closed due to avalanche danger. Motorized OSV travel is permitted only on groomed roads and parking areas. The Service grooms 193 miles of OSV routes in the Area. The Service also grooms about 35 miles of road for non-motorized uses in the Area. The map below shows Area roads groomed for OSV travel. The Operating Plan provides additional details on specific OSV routes. Please note, use of Cave Falls Road in the southwest corner of the Area is prohibited to snowcoaches. Please see Winter Use Rule for specific guidance.

Groomed OSV Routes – Roads marked in red are open for OSV tours



Staging

The Draft Contract does not include facilities or land assignments for OSV staging outside of the land assignment near Canyon Village. As such, the Concessioner is responsible for securing access to staging areas for OSV tour operations which originate outside the Area.

Round Trip Distances for common OSV Trips:

| Destination | West Entrance |
|----------------|---------------|
| Old Faithful | 60 miles |
| Canyon Village | 80 miles |



Winter Weather

Weather is unpredictable in the Greater Yellowstone area, especially in the winter. Heavy snowfall typically occurs by early November and continues through April. Temperatures often range from zero to 20°F throughout the day. Sub-zero temperatures overnight are common. The record low temperature is -66°F. The following table depicts average area climatic conditions.

| Month | Avg. Max. Temp (F) | Avg. Min. Temp (F) | Avg. Precipitation (inches) | Avg. Total Snow Fall (inches) |
|------------|--------------------|--------------------|-----------------------------|-------------------------------|
| January | 28.6 | 9.6 | 1.1 | 14.5 |
| February | 34.0 | 13.0 | 0.75 | 10.4 |
| March | 39.6 | 17.2 | 1.1 | 13.1 |
| April | 49.4 | 26.0 | 1.2 | 5.9 |
| May | 60.4 | 34.3 | 2.0 | 1.0 |
| June | 70.0 | 41.2 | 1.5 | 0.1 |
| July | 79.6 | 46.7 | 1.5 | 0.0 |
| August | 78.3 | 45.3 | 1.4 | 0.0 |
| September | 67.8 | 37.0 | 1.3 | 0.5 |
| October | 55.7 | 29.4 | 1.0 | 3.7 |
| November | 38.7 | 19.2 | 1.0 | 9.0 |
| December | 30.5 | 11.8 | 1.0 | 13.5 |
| Annual Avg | 52.8 | 27.6 | 15.4 | 72.1 |

Snowfall

Snowfall is highly variable and can significantly impact oversnow vehicle operations. Low-pressure-tired vehicles are generally able to operate in most conditions, including low to no snow conditions. Mattrack vehicles may also be able to operate in lesser snow, however, they may experience delaminating issues in minimal snow conditions. Snowmobiles and cleated vehicles may not be allowed to operate if there is low snow coverage on roadways, as determined by the Superintendent, in order to protect equipment and pavement. Concessioners must anticipate the possibility of variable snow conditions and changing conditions in their operations.

Minimum Use of Transportation Events

The Draft Contract Operating Plan Section 3)l), identifies minimum use requirements.

The Service expects the concessioner to make every effort to fully utilize its allocation of daily transportation events. Based on an average over a three-year period, if a concessioner does not utilize 50% or more of its assigned OSV transportation event allocations, the Service may, at its discretion, reallocate all or a portion of the consistently underutilized trip allocations to other Concession Contracts operating out of the same entrance, or as otherwise determined appropriate and in compliance with the Winter Use Rule.

Subconcessions

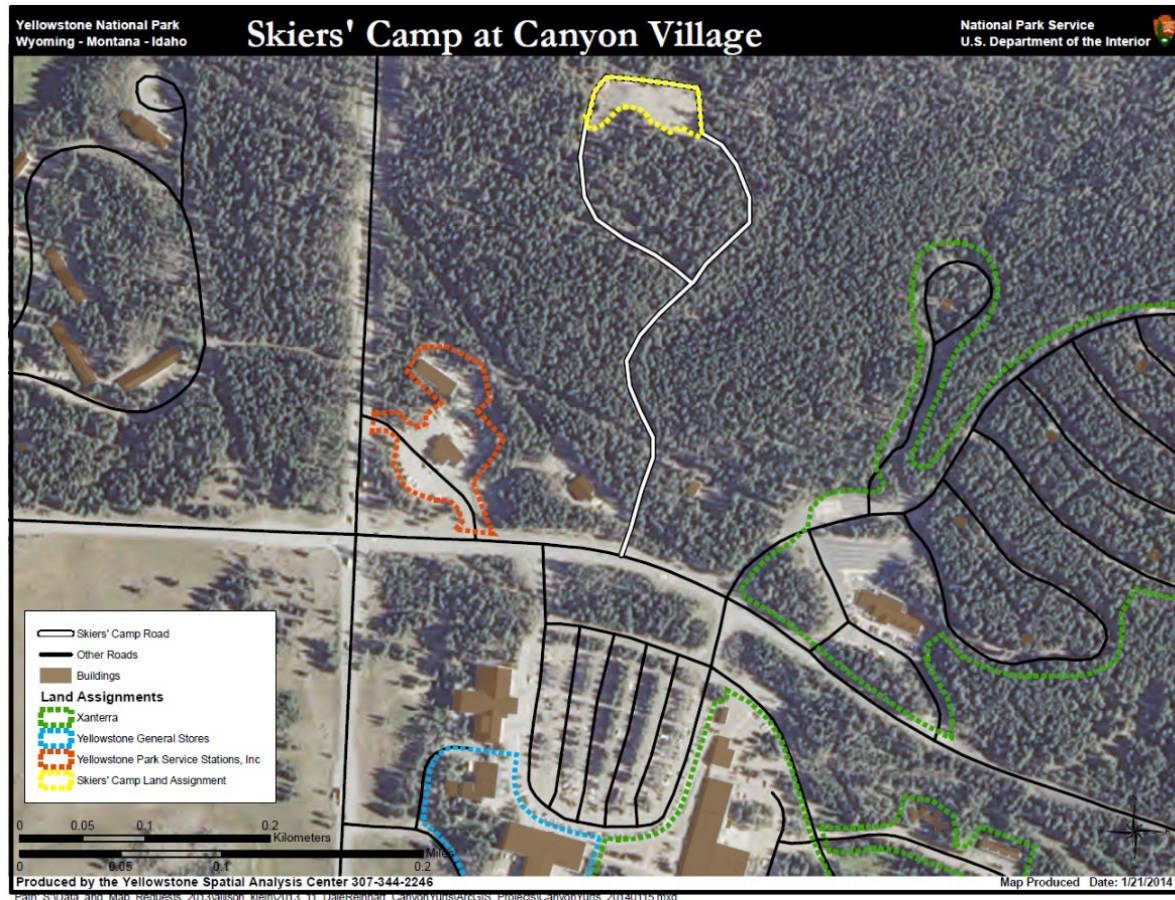
The Concessioner may enter into a subconcession contract to offer guided OSV transportation events to visitors by either snowcoach or by snowmobile, but not by both, as the Concessioner shall remain solely responsible for all transportation events using the alternative type of oversnow vehicle. For example, if the



Concessioner intends to provide snowcoach transportation events, it may only enter into a Subconcession contract with an operator to provide snowmobile transportation events or vice versa. All requirements applicable generally to Concessioners under the Draft Contract and its exhibits are also applicable to any Subconcessioner under the Draft Contract.

Assigned Land and Facilities

The Concessioner will be assigned 0.8 acre of land near Canyon Village, outlined in yellow in the picture below, in which to operate the skiers camp. No facilities will be assigned to the Concessioner. The Concessioner is responsible for providing all personal property facilities, structures, and equipment necessary to operate the skier's camp.



Skier's Camp Facilities

All facilities and structures at the skier's camp must be Concessioner-owned personal property; no permanent structures may be built. The Concessioner must assemble and disassemble the camp facilities every year. Set-up typically starts in early September and take-down typically begins in May, once Area roads are accessible to wheeled vehicles. The Concessioner may request year-round on-site storage of personal property, which will be considered and approved by the Service on a case-by-case basis.

No utilities are available within the Concessioner's land assignment. The Concessioner is responsible for providing its own electricity through solar, battery, or generator power. Potable water must be brought in and stored in National Sanitation Foundation (NSF International) approved containers. Wastewater from the kitchen, bathroom, and shower facilities must go to holding tanks that the Concessioner is responsible for pumping and be properly disposed of at the conclusion of the winter season. The Existing Concessioner has installed personal property underground storage tanks for wastewater storage. Heat must be provided within



all facilities. The Concessioner must store propane/fuel-oil in above-ground storage tanks specifically designed for such purposes.

The Concessioner must collect and remove all solid waste from the skier's camp. Solid waste must be segregated into landfill waste, recyclables, and compostable waste and removed from the Area regularly by OSV. Food and garbage must be stored in wildlife-proof containers.

All materials, installation, end-of-season removal, and permits, such as required by the Wyoming Department of Environmental Quality, are the responsibility of the Concessioner.

Ongoing road and bridge construction projects

The Service continuously works to identify and fund road and bridge construction projects throughout the Park. The Service may identify and complete projects during the term of the Draft Contract that may have operational impacts on the Concessioner, however, the Service anticipates impacts to winter operations will be unlikely.



FINANCIAL & INVESTMENT ANALYSIS

Leasehold Surrender Interest

There is no Leasehold Surrender Interest associated with the Existing or Draft Contract.

Estimated Initial Investment

The Service expects the Concessioner will incur start-up costs prior to commencing operations, including working capital and personal property. The Concessioner will be required to purchase, retrofit, or acquire any Personal Property that is necessary to operate this business opportunity, including OSVs, riding gear, facilities and supplies for the skier's camp, etc.

The Service provides an estimated required initial investment per transportation event in the following table. Due to the variability in facilities and services which may be provided in association with the skier's camp, the Service does not provide an initial personal property investment estimate for those required services. Offerors should not rely on Service estimates in preparing and submitting proposals in response to this Prospectus. Offerors must make their own determinations of what Personal Property is needed to provide the services required by the Draft Contract.

| Initial Investment | Estimated Personal Property Investment | Estimated Start-Up Expenses |
|--------------------|--|-----------------------------|
| Snowcoach | \$152,000 | \$4,000 |
| Snowmobile (x10) | \$134,000 | \$15,000 |

Estimated Revenue Projections

Projected Revenue

The following table provides a summary of projected revenue for the first year of operation under the Draft Contract (2026-2027 winter season). Offerors should note these revenue assumptions are based on past contract performance, as reported to the Service. The Service acknowledges operation under the Draft Contract is highly variable and may be impacted by factors including trip types offered, equipment used, weather, economic conditions, marketing efforts, etc.

Offerors should not rely on Service estimates in preparing and submitting proposals in response to this Prospectus. Offerors are responsible for making their own determinations of projected revenue for providing services under the Draft Contract.

| Contract | 2026 Projected Revenue |
|---------------|------------------------|
| CC-YELL500-26 | \$815,049 |

Rate Determination

The Service will approve rates for OSV tours, lodging, and food and beverage services provided at the skier's camp in accordance with the Competitive Market Declaration (CMD) rate approval method. The Concessioner can adjust rates without the specific administration of the Superintendent, but rates are subject to review to ensure they remain comparable to similar services offered outside Yellowstone National Park. For more information see the Draft Contract, Exhibit A Operating Plan Section 2)B) Rate Determination and Approval Process, the Concession Management Rate Administration Guide (2017), and the NPS Concession Management Rate Administration Guide Addendum (2024).

The Rate Administration Guide and Addendum are available on the Commercial Services website at <https://www.nps.gov/subjects/concessions/rate-administration.htm>.



Projected Departmental and Operating Expenses

The Service projects that most departmental and indirect expenses will be within industry average range.

Insurance

The Service has included minimum insurance requirements in the Draft Contract. Interested parties should consider these requirements in preparing their proposals. Insurance requirements are found in Draft Contract, Exhibit F Insurance Requirements.

Park Entrance Fees

The Concessioner must ensure Area Entrance Fees are paid for all guided OSV tour clients, in accordance with Draft Contract Operating Plan 3)P). Guides are exempt from entrance fees when working in the Area on behalf of the Concessioner; guides must identify themselves and the Concessioner at Area entrance stations.

Utilities

No utilities are available within the Concessioner's land assignment. The Concessioner is responsible for providing its own electricity through solar, battery, or generator power, self-contained potable water and wastewater storage, and solid waste collection and disposal.

The Concessioner may obtain potable water from the Service and will be allowed to dispose of wastewater at the Service's wastewater treatment plant. Under Service policy, the Service charges utility users, including Concessioners, rates established annually based on actual operating costs and the amortized cost of capital improvements to utility systems. Refer to Director's Order #35B (DO35B) (a link to which is included in the Appendices to this Prospectus) for more information on this policy. The Service reviews its operating costs for utilities annually and notifies the Concessioner of the new rate in writing at least 90 days prior to rate changes.

The Service projects the following rates for water and wastewater in 2026.

| Rate per 1,000 gallons | Service-Projected 2026 |
|------------------------|------------------------|
| Water | \$16.15 |
| Wastewater | \$38.85 |

Minimum Franchise Fee

The minimum franchise fee is 3% of the Concessioner's annual gross receipts for the term of the Draft Contract. Offerors must agree to pay the minimum franchise fee, as set out in Principal Selection Factor 5 of the Proposal Package (Part III of this Prospectus), although Offerors may propose a higher minimum franchise fee, in accordance with the terms of the Prospectus.

In determining the minimum franchise fee, the Service, using available industry data, considered the probable value to the concessioner of the privileges granted by the Draft Contract. This probable value is based upon a reasonable opportunity for net profit in relation to capital invested and the obligations of the contract including anticipated revenues and expenses.



HISTORICAL CONCESSION DATA

This section presents information regarding basic financial, utilization, and operating data, as reported by existing concessioners, for the past three years to assist Offerors in developing projections for future operations associated with the Draft Contract.

The Existing Contract CC-YELL500-14, held by Arden Bailey dba Yellowstone Expeditions, will expire on June 30, 2026 (extended from July 31, 2024). Visitor services are essentially the same under the Existing and Draft Contract.

Historical Use

The following tables list utilization data provided by the Existing Concessioner and Subconcessioner for the last operating seasons.

| | 2021/2022 | 2021/2022 | 2022/2023 | 2022/2023 | 2023/2024 | 2023/2024 |
|-----------------------------------|-----------|------------|-----------|------------|-----------|------------|
| | Snowcoach | Snowmobile | Snowcoach | Snowmobile | Snowcoach | Snowmobile |
| Transportation Events Used | 353 | 58 | 367 | 49 | 381 | 36 |

| | 2021/2022 | 2022/2023 | 2023/2024 |
|--------------------------|-----------|-----------|-----------|
| Lodging Occupancy | 77% | 87% | 85% |

Historical Financial Data

The following table lists the gross receipts reported by the Existing Concessioner for the last three operating seasons. Gross receipts are broken out for OSV tours and skier's camp (lodging, food and beverage, ski tours). Gross receipts reported include those of any associated subconcessioners. Offerors should be appropriately cautious in the use of historical information. Offerors are responsible for producing their own pro forma financial projections and relying on their own financial predictions.

| | 2021/2022 | 2022/2023 | 2023/2024 |
|-----------------------------|-----------|-----------|-----------|
| Total Gross Receipts | \$427,758 | \$479,971 | \$750,247 |
| OSV Tours | \$225,375 | \$262,267 | \$433,060 |
| Skier's Camp | \$202,383 | \$217,704 | \$317,187 |
| Franchise Fee Paid | \$15,110 | \$17,199 | \$28,010 |

